

HONOLULU FIRE DEPARTMENT STRATEGIC AND LONG-TERM MASTER PLAN



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FOREWARD

This document is the Honolulu Fire Department's Strategic and Long-Term Master Plan. It has been prepared in conjunction with the Department's accreditation process to provide guidance and direction. The planning process is intended to provide all members of the Honolulu Fire Department and all other stakeholders a clear understanding of the Department's priorities.

The Department intends to update its strategic plan annually through its strategic planning process. When the Commission for Fire Accreditation International's (CFAI) site visit is completed, the Department will include the team's recommendations in its 2006 strategic planning process.

A handwritten signature in black ink, reading "Attilio K. Leonardi". The signature is fluid and cursive, with the first name "Attilio" being the most prominent part.

ATTILIO K. LEONARDI
Fire Chief
Honolulu Fire Department

INTRODUCTION

The Honolulu Fire Department's (HFD) 2005-2009 Strategic Plan identifies the Department's master plan for the next five years, including its goals and objectives. The Strategic Plan is based upon the seventh annual (2004) Executive Report that the Fire Chief submitted to the Honolulu Fire Commission and on the findings of the self-assessment process the Department recently completed for its 2005 Commission on Fire Accreditation International (CFAI) re-accreditation site visit.

King Kamehameha III established the Honolulu Fire Department on January 11, 1851. It was the first fire department in the Hawaiian Islands and is the only fire department in the United States established by a ruling monarch. Today, with 1,129 fire fighters, the Department is the 16th largest metropolitan fire department in the United States.

On January 11, 2001, the Department celebrated its 150th anniversary. Many positive changes have occurred during the past 150 years, but especially since 1998 under the leadership of Fire Chief Attilio K. Leonardi and Deputy Fire Chief John Clark. Under their leadership, strategic planning has played an important role in determining the future of the Department.

The Honolulu Fire Department serves the City and County of Honolulu, which is the entire island of Oahu, an area of 604 square miles. As a public service agency the Department:

1. Is staffed with 1,129 full-time, career fire fighters who work on a three-platoon system.
2. Has 44 stations located throughout the island of Oahu and four administrative bureaus.
3. Operates two hazmat companies.
4. Operates two heavy rescue companies that perform mountain, ocean, and other types of rescues.
5. Operates a 110' fireboat that is stationed in Honolulu Harbor, the major deep draft harbor in Hawaii.
6. Operates two NOTAR helicopters to assist with fire fighting, rescues, and reconnaissance.

The Department conducts its field operations by dividing the island into five battalions, each of which is managed by a Battalion Chief (BC). The Department supports its field operations with four administrative Divisions: Fire Operations, Administrative Services, Support Services, and Planning and Development, and three bureaus under the supervision of the Assistant Chief of Support Services: Training and Research, Fire Prevention, and the Fire Communication Center.

The City and County of Honolulu has a population of approximately 1.2 million, a diversified economic base, and a strategic location in the Pacific for military and international businesses. One of its essential economic industries is tourism, and Waikiki, in the center of the City, is the primary visitor destination in the State.

The City and County of Honolulu is a mixture of old and new. New high-rise buildings blend in with aging single-family homes, and a wide variety of commercial occupancies support the City's economic base. Large tracks of land in the center of the island are used for agriculture, and lush valleys and tropical beaches provide recreational opportunities. The Honolulu Fire Department's challenge is to provide professional, high quality fire and non-fire emergency services that are efficient and effective to every corner of the island.

Mission Statement

The mission of the Honolulu Fire Department is to respond to fires, emergency medical incidents, hazardous materials incidents, and rescues on land and sea to save lives, property, and the environment. We accomplish this mission by:

- Promoting safety and maintaining a well equipped, highly trained, and motivated force of professional fire fighters and rescue personnel.
- Promoting fire prevention and other public safety education programs.

Vision Statement

The Honolulu Fire Department will continuously strive to meet the changing needs of our community by providing a modern and technologically advanced department. We will do this by maintaining a high level of readiness and by focusing on the professional development of all our personnel.

Motto

Pride, Service, Dedication

I. 2004 Accomplishments:

A. Monitor and Update the Accreditation Manual

The Department filed its fourth Annual Compliance Report with the CFAI, which was reviewed and accepted by the CFAI, thus allowing the HFD to continue its accreditation status.

In preparation for the 2005 CFAI reaccreditation site visit, the Accreditation Manager for the HFD is responsible to produce the Accreditation Self-Assessment Manual and shepherd the Department through the reaccreditation process.

B. Planning and Development to Complete Statistical Analysis

The Planning and Development staff is writing the Strategic Plan and the Standards of Response Coverage for the Department's reaccreditation in 2005. These reports will include a statistical analysis of alarm responses that will help to determine deployment and resource allocations.

C. Pursue Grants to Upgrade Safety Equipment

The Planning and Development staff is administering the Department's grants. In 2004, the Department secured \$6.7 million in grants. An additional \$4.8 million in grants are still pending.

D. Develop an Expanded Role in Hazmat and Emergency Medical Services (EMS) Responses

The Department obtained the International Fire Service Accreditation Congress (IFSAC) certification for its Hazmat Awareness Program and completed the Emergency Medical Technician-Basic (EMT-B) Bridge Program for its recently graduated fire fighter recruits. The Medical Section is now offering a four-week EMT-B Incumbent Program for all other personnel in the Department.

E. Upgrade the Department's Stations and Other Facilities

The Department continues to work with the Department of Facilities Maintenance to repair and maintain all of its stations.

F. IFSAC Site Visit and FFI/Hazmat Awareness Certification

In March, a certification team from the IFSAC evaluated our training center and certification program. The outcome of the visit was positive, and the Department and our training facilities are now accredited to certify to Fire Fighter I and Hazmat Awareness levels. The Department is also the IFSAC representative for the State of Hawaii.

- G. Training Needs and the November Competition
The Fire Operations staff continued to reinforce training of personnel with the development of high-rise, hazmat, multi-casualty, and night training exercises. The second annual November Competition, in which fire fighters demonstrate fire fighting skills in a competitive format, was also conducted. Fire Operations staff have also revised the written procedures for the Incident Command System and the Personnel Accountability System.
- H. Additional Education Opportunities
The Department continued to encourage personal development by approving the many requests from fire fighters to attend classes at the National Fire Academy in Emmitsburg, Maryland as well as other institutions across the country.
- I. Succession Training for Chief Officers Through the National Fire Academy
The Department continued to encourage personal development by approving the requests of its chief officers to attend the Executive Fire Officer program at the National Fire Academy in Emmitsburg, Maryland, and similar programs such as Public Administration at other institutions.
- J. Alternate Personnel Communication Modes and Mediums
The Fire Operations staff conducted an equipment needs assessment in Operations and Special Operations. Their annual equipment purchase requests were based on this assessment.
- K. Department's Physical Fitness and Wellness Program
The voluntary Fire Service Joint Labor Management Wellness-Fitness Initiative Program, which was coordinated through Kaiser Permanente, was well received with over 90 percent of the Department participating in the baseline blood tests and over 60 percent participating in the health risk appraisal program.
- L. Candidate Physical Agility Test (CPAT) for Entry-level Personnel
The CPAT for entry-level personnel was held in November 2004. The Department held a CPAT informational meeting and demonstration in September 2004 to assist the candidates in preparing for the CPAT.

- M. Monitor and Evaluate the Department's Medical Programs
Random drug testing is an ongoing program, in which members who test positive are referred to a substance abuse professional. Hawaii Employee Assistance Services continues to provide counselors for critical incident stress management, drug rehabilitation, and other employee assistance services.
- N. Quarterly Newsletter
Planning and Development continues to spearhead the production of a quarterly newsletter for distribution to all active and retired members to keep them abreast of the Department's functions and activities.
- O. Attend Communications Meetings and Forums
Department personnel continue to participate in a variety of communications meetings, committees, forums, workshops, and conferences that include members of county, State, and Federal agencies.
- The Department continued its participation in numerous multi-agency exercises.
- P. SOPPADA Program
The Planning and Development staff continues to manage the SOPPADA (Employee Suggestion) Program and periodically meets with the rest of the Executive Committee to review the suggestions and decide on their disposition.
- Q. Participate in the State's Urban Search and Rescue (USAR) Team
The Department continues to liaison with the State of Hawaii USAR team.
- R. Submit Efficiency and Effectiveness Reports to the Fire Chief
The following reports were submitted to the Fire Chief:
- a. Company response statistics to include dispatch, turnout, and travel times
 - b. Personnel injuries
 - c. Apparatus accidents
 - d. Analysis of the privatization of military housing areas
 - e. Re-evaluation of the Record Management System (RMS)

II. 2004 Highlights

- William “Buzzy” Hong and Jacob Y. W. Ng were appointed to the Honolulu Fire Commission to replace Patsy Young and Anson “Slim” Ilae, whose terms had expired.
- The 5th annual HFD Retirees Dinner was held at the Dole Ballroom at Cannery Square in March.
- In April, Senator Daniel Inouye assisted the HFD in lease negotiations with the Navy for the training center. He successfully introduced federal legislation that will permit the Secretary of the Navy to convey the land in fee simple title to the City and County of Honolulu with minimal cost. Final approval was obtained.
- The Department coordinated the City’s annual food drive in April, which is sponsored by the Hawaii Foodbank.
- Chief Leonardi delivered the commencement speech for the Honolulu Community College graduation ceremonies at the Waikiki Shell in May.
- In June, Chief Leonardi was presented with a Distinguished Alumni Award by the University of Hawaii Alumni Association.
- Chief Leonardi represented the State of Hawaii at the annual conference of the National Association of State Fire Marshals in Saint Louis, Missouri. He also attended the Metropolitan Fire Chiefs Association annual conference in Sacramento, California.
- The City Administration, HFD, the Honolulu Police Department, and EMS participated in a 9/11 ceremony held at Honolulu Hale.
- The Department conducted two recruit classes consisting of 63 new Fire Fighter Recruits. Promotion ceremonies were also held for 9 Fire Captains, 24 Fire Fighter IIIs, and 24 Fire Fighter IIs.
- The Department established a Youth Firesetter Program that provides educational intervention for youths who have been identified as fire starters. The program has shown positive results in its beginning stages.
- The Occupational Safety and Health Office (OSHO) staff completed the Department’s second safety inspection of its facilities, including all 42 fire stations.

- The HFD Scholarship Program awarded scholarships to 22 fire fighters and 8 HFD Explorer Scouts to assist them with tuition and other school-related expenses. The scholarship money was contributed by The Deputies and Friends of the Firehouse.
- Chief Leonardi, in his capacity as Board Member, attended several meetings of the Department of Defense Advisory Board to the Employer Support to the Guard and Reserves in Washington DC.
- The Executive Staff has continued with their quarterly meetings with Leadership Works as part of our Executive Development Program.
- Chief Leonardi continues to meet with the other county Fire Chiefs on a quarterly basis as the Chair of the State Fire Council to discuss statewide fire issues.
- Two Chief Officers retreats were held to discuss issues and the direction of the Department.
- The family recruit orientation and the recruit orientation for the 87th and the 88th recruit classes were held.
- HFD met with CM&D Construction Management and Development, Inc. and Fluor Hawaii to discuss the City's decision to provide services to previously owned U.S. Government property due to the privatization of government services. The military areas involved are: McGrew Point, Halsey Terrace, Radford Terrace, Moanalua Terrace, Hukulani, Barber's Point Housing, Iroquois/Puuloa, Waikele, and Halawa Landing.
- HFD continued to work with the Kapiolani Community College regarding their third-party testing of our EMT-B candidates.
- HFD participated in the City Employees Electric Light Parade at Honolulu Hale and Kapolei with four decorated vehicles.
- HFD submitted numerous written and oral testimonies on a host of Federal, State, and county legislative issues.
- The Department completed its long awaited revised Policy and Procedures manual and also completed two of its eleven Standard Operating Guidelines (SOGs).
- HFD hosted the CFAI Peer Assessor three-day workshop at the Training Center. HFD now has over 30 personnel trained to be CFAI Accreditation Peer Assessors.

- HFD held two commendation ceremonies to honor heroic deeds performed by the public and HFD personnel. HFD also held a Medal of Valor ceremony at the Mayor's Office to honor two fire fighters for bravery, Fire Captain Marshall Giddens and Fire Fighter I Gary Yasuda.
- Chief Leonardi attended a two-day labor management workshop with all county Fire Chiefs and City labor management officials.
- HFD will be upgrading its radio system to 800 MHz, which will also include computers on every fire truck.
- HFD will be doing a pilot program with the Federal Fire Department (FFD) Fire Communications Center. The program will be funded by the FFD and will allow us to share data and use their communication center as our back-up communications center.
- HFD has worked out an arrangement with the Seafarers Training Facility at Kalaeloa to use their facility and live-fire props for training purposes.
- The annual Family Fun Day was held in October at the Hawaiian Waters Adventure Park with over 1,500 fire fighters and their families participating.
- HFD honored its Manager of the Year, BC Rolland Harvest, Employee of the Year, Fire Fighter III Richard Karasaki Jr., and Civilian Employee of the Year, Fire Equipment Repair Supervisor Dean DeMello.
- HFD was selected to be a pre-premiere site for the showing of the new fire fighter movie, *Ladder 49*. All Department employees and a guest were treated to a fun-filled night.

III. 2005 through 2009 Strategic Plan Goals

The Strategic Plan goals for 2005 through 2009 are grouped into five broad categories that include a number of subsections. The goals are further divided into short, medium, and long-term goals. They are as follows:

A. Provide quality services to the community

Short-Term: Accomplish within 1 to 1½ years

1. Complete the CFAI Self-Assessment Manual, and adopt the Standards of Response Coverage criteria included in the Risk Assessment Plan for the CFAI reaccreditation team site visit by March 2005. Prepare for the April or May 2005 CFAI site visitation.
2. Update the Strategic Plan format to include long-term master planning by March of 2005.
3. Pursue Federal, State, and local grants to assist in supplementing the Department's operating and capital improvement budgets in 2005.
4. Develop a committee to explore the possibility of an HFD-EMS merger during 2005.
5. Continue to propose legislative bills that promote fire protection and safety for the citizens and the fire service of the State of Hawaii during the current legislative session.
6. Continue to provide effective and efficient fire inspections and fire education programs to reduce the risks of fire loss in the community in 2005.
7. In preparing for the next Civil Service recruit exam scheduled for late 2005, work with the Department of Human Resources, Department of Community Services-Oahu WorkLinks, and the Equal Opportunity Officer to once again implement a female recruiting program called "Can You Take the Heat?"

Medium Term: Accomplish within 1½ to 4 years

1. Finalize the remaining nine Department's Standard Operating Guidelines by December 2006.

Long Term: Accomplish in 5 or more years

1. Work with the City Council towards the adoption of a bill requiring all residential high-rise buildings to be retrofitted with automatic sprinkler systems by 2009.

B. Provide personnel development programs

Short-Term: Accomplish within 1 to 1½ years

1. Enhance the data collection and analyses to provide timely information for the Executive Staff by June 2005.
2. Evaluate the continuous training needs of personnel and continue to foster company training with the annual November competition that will be completed by December 2005.
3. Promote additional educational opportunities for personnel by informing them of the many programs available within and outside of the Department in 2005.
4. Continue to foster professional development for all personnel through the National Fire Academy and other local, State, and Federal institutions in 2005.
5. Continue the HFD Scholarship Program in 2005.
6. Complete the Fire Fighter II, Hazmat Operations, and Instructor I programs for submission to the IFSAC by June 30, 2005. Complete the Surface Water Rescue Program for submission to the IFSAC by June 30, 2006.

Medium Term: Accomplish within 1½ to 4 years

1. Purchase a second set of turnouts for all personnel by July 31, 2005.
2. Expand and upgrade the Self-Contained Breathing Apparatus program, including the installation of Clear Command amplifiers on the masks of all personnel to improve communications and increase safety, universal RIC connections, and heads-up display capabilities by 2007.

Long Term: Accomplish in 5 or more years

1. Upgrade the Department's first-line apparatuses with a viable replacement program by 2009 so that the oldest first-line apparatus is in service no longer than 15 years.
2. Develop and construct a modern training facility that meets the present and future needs of the Department by 2009.

C. Address fire fighter safety

Short-Term: Accomplish within 1 to 1½ years

1. Complete the installation of the 800 MHz voice communication equipment and train the Department's personnel by June 30, 2005.
2. Complete the initial wireless data project installation project by December 31, 2005.
3. Continue to support the development of the State's USAR Team.
4. Complete and move into the HFD headquarters and the educational fire museum by December 31, 2005.
5. Continue to work with the Navy's Regional Operational Communication Center (ROCC) to develop an alternate communication center for the FCC.
6. Continue to work with other local, State, and Federal agencies to address homeland security and natural disaster issues.
7. Continue the site safety inspections of stations by OSHO on an annual basis.

Medium Term: Accomplish within 1½ to 4 years

1. Replace the Department's RMS by December 31, 2006.
2. Plan, coordinate, and implement the Department's HOSES and MANO interoperability computer programs by June 30, 2007.
3. Plan, coordinate, and implement a "SMART" identification system by June 30, 2007.

Long Term: Accomplish in 5 or more years

1. Plan, coordinate, and implement a Department credentialing system to meet the directives of the Department of Homeland Security.

2. Improve the Department's response times in rural, suburban, and urban area by 1 minute and improve the reliability factor from 80% to 85%.

D. Improve the Department's efficiency and effectiveness

Short-Term: Accomplish within 1 to 1½ years

1. Coordinate monthly exercises to refine emergency operations as well as multi-agency operations.
2. Coordinate the Department's annual November Competition to reinforce task-oriented activities.
3. Implement FireView and develop and design the necessary layers to assist personnel in accessing quality pre-incident information.

Medium Term: Accomplish within 1½ to 4 years

1. Coordinate a multi-agency exercise to evaluate the City's emergency response to a Weapons of Mass Destruction incident.

Long Term: Accomplish in 5 or more years

1. Continue to develop the Department's Certification program to include all of the Department's certification levels.

E. Network with county, State, Federal, and other agencies

Short-Term: Accomplish within 1 to 1½ years

1. Design and implement the Honolulu Online System for Emergency Services (HOSES) to simplify the access of information databases.
2. Design and implement the Mobile HOSES program to access emergency and non-emergency response data on first-line apparatuses.

Medium Term: Accomplish within 1½ to 4 years

1. Design and implement enhanced versions of HOSES and Mobile HOSES.

Long Term: Accomplish in 5 or more years

IV. Summary

The Department and its personnel are proud of their accomplishments and look forward to continually striving for excellence as exemplified by the goals in the Department's Strategic Long-Term Master Plan.